SECURITIES AND EXCHANGE COMMISSION WASHINGTON, D.C. 20549

FORM 10-QSB
(X) QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended June 30, 1996
( ) TRANSITION REPORT PURSUANT TO SECTION 13 OR 15 (d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from $\qquad$ to $\qquad$
For Quarter Ended June 30, 1996 Commission File Number 0-23702
STEVEN MADDEN, LTD.
(Exact name of Registrant as specified in its charter)

New York
(State or other jurisdiction of incorporation or organization)

52-16 Barnett Avenue, Long Island City, New York 11104 (Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code (718) 446-1800
Indicate by check mark whether the Registrant (1) has filed all reports required to be filed by Section 13 of 15 (d) of the Securities and Exchange Act of 1934 during the preceding 12 months and (2) has been subject to such filing requirements for the past 90 days.

Yes $X \quad$ No ___
Class
Common Stock
Outstanding at August 13, 1996
7,833,594

STEVEN MADDEN, LTD
FORM 10-QSB
QUARTERLY REPORT
PERIOD APRIL 1, 1996 TO JUNE 30, 1996

## TABLE OF CONTENTS

PART I- FINANCIAL INFORMATION PageITEM 1 Condensed Consolidated Financial Statements:
Consolidated Balance sheet ..... 3
Consolidated Statements of Operations ..... 4
Consolidated Statements of Changes in Stockholders' Equity ..... 5
Consolidated Statement of cash flows ..... 6
Notes to condensed consolidated financial statements ..... 7
ITEM 2 Management's discussion and analysis of financial condition and results of operations ..... 8
PART II- OTHER INFORMATION
SIGNATURES ..... 14

## CONSOLIDATED BALANCE SHEET

AS AT JUNE 30, 1996

A S S E T S


## LIABILITIES AND STOCKHOLDERS' EQUITY



Commitments and contingencies


The accompanying notes to financial statements are an integral part hereof.

# STEVEN MADDEN, LTD. AND SUBSIDIARIES 

CONSOLIDATED STATEMENTS OF OPERATIONS


The accompanying notes to financial statements are an integral part hereof.

STEVEN MADDEN, LTD. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN STOCKHOLDERS' EQUITY

|  | Common <br> Shares | Stock Amount |  | $\begin{aligned} & \text { Additional } \\ & \text { Paid-in } \\ & \text { Capital } \end{aligned}$ |  | Retained Earnings (Deficit) |  | nearned ensation | Total Stockholders Equity |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| BALANCE - DECEMBER 31, 1995 | 6,415,776 | \$ | 642 | \$11,179, 214 |  | 2,049,593 | \$ | $(464,036)$ | \$12,765,413 |
| Exercise of stock options and warrants | 1,417,818 |  | 141 | 6,342,164 |  |  |  |  | 6,342,305 |
| Net income |  |  |  |  |  | 375,908 |  |  | 375,908 |
| Amortization of unearned compensation |  |  |  |  |  |  |  | 71,876 | 71,876 |
| BALANCE - JUNE 30, 1996 | 7,833,594 | \$ | 783 | \$17,521,378 |  | 2,425,501 | \$ | $(392,160)$ | \$19,555,502 |

The accompanying notes to financial statements are an integral part hereof.

# STEVEN MADDEN, LTD. AND SUBSIDIARIES 

CONSOLIDATED STATEMENTS OF CASH FLOWS

|  | Six Months Ended June 30, |  |
| :---: | :---: | :---: |
|  | 1996 | 1995 |
| Cash flows from operating activities: |  |  |
| Net income | \$ 375,908 | \$ 1,631,676 |
| Adjustments to reconcile net income to net cash |  |  |
| provided by (used in) operating activities: |  |  |
| Depreciation and amortization | 106,407 | 40,263 |
| Deferred compensation | 71,876 | 0 |
| Provision for bad debts | 185,302 | 60,061 |
| Deferred rent expense | 7,188 | $(7,188)$ |
| Changes in operating assets and liabilities: |  |  |
| (Increase) in accounts receivable - nonfactored | $(1,751,750)$ | $(42,215)$ |
| Decrease (increase) in due from factor ............ | 406,118 | $(1,727,971)$ |
| Decrease (increase) in inventories .. | 221,718 | $(782,102)$ |
| (Increase) in prepaid expenses and other assets | $(817,918)$ | $(364,843)$ |
| Increase in accounts payable and accrued expenses | 134,859 | 123,930 |
| (Decrease) increase in accrued bonuses | $(324,960)$ | 80,731 |
| (Decrease) increase in other current liabilities | $(20,436)$ | 725,103 |
| (Decrease) in accrued taxes ...................... | $(531,203)$ |  |
| Net cash (used in) operating activities ......... | $(1,936,891)$ | $(262,555)$ |
| Cash flows from investing activities: |  |  |
| Purchase of equipment ..................................... | $(105,883)$ | $(64,990)$ |
| Loans to related party ..................................... |  | $(50,292)$ |
| Acquisition of subsidiary | $(1,043,783)$ |  |
| Net cash (used in) investing activities ........ | $(1,149,666)$ | $(115,282)$ |
| Cash flows from financing activities: |  |  |
| Proceeds from options and warrants exercised ............ | 6,342,305 | 98, 050 |
| Proceeds from loans, net |  | 5,490 |
| Repayment of notes payable assumed in acquisition ....... | $(476,286)$ |  |
| Net cash provided by financing activities | 5,866,019 | 103,540 |
| NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS | 2,779,462 | $(274,297)$ |
| Cash and cash equivalents - beginning of year | 4,123,214 | 2,537,217 |
| CASH AND CASH EQUIVALENTS - END OF YEAR | \$ 6,902,676 | \$ 2,262,920 |

The accompanying notes to financial statements are an integral part hereof.

NOTES TO FINANCIAL STATEMENTS
[1] Basis of Reporting:

The accompanying unaudited financial statements have been prepared in accordance with generally accepted accounting principles for interim financial information and with the instructions to Form 10-QSB and Item 310(b) of Regulation S-B. Accordingly, they do not include all of the information and footnotes required by generally accepted accounting principles for complete financial statements. In the opinion of management, such statements include all adjustments (consisting only of normal recurring items) which are considered necessary for a fair presentation of the financial position of the Company at March 31, 1996, and the results of its operations, changes in stockholders' equity and cash flows for the three months then ended. The results of operations for the three months ended March 31, 1996 are not necessarily indicative of the operating results for the full year. It is suggested that these financial statements be read in conjunction with the financial statements and related disclosures for the year ended December 31, 1995 included in the Steve Madden, Ltd. Form 10-KSB.
[2] Inventories:
Inventories, which consist of finished goods, are stated at the lower of cost (first-in, first-out method) or market.
[3] Net Income Per Share of Common Stock:
Net income per share of common stock is computed based on the weighted average number of shares outstanding during the period, utilizing the modified treasury stock method. Common stock equivalents are included if their effect is dilutive.
[4] Merger:
On April 1, 1996, the Company entered into an Agreement and Plan of Merger (the "merger") with Diva International, Inc. ("Diva"). The merger provides for the purchase of all Diva shares for an initial payment of $\$ 1,000,000$ and a subsequent payment of approximately $\$ 645,000$ to be paid one year from the closing date of the merger. The subsequent payment may be made in cash or shares of the Company's common stock. The purchase price may be adjusted based on the audited net assets as at March 31, 1996 and the subsequent cash collections on Diva's accounts receivable.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS.

The following discussion of the Company's financial condition and results of operations should be read in conjunction with the Financial Statements and Notes thereto appearing elsewhere in this document.

The following table sets forth information on operations for the periods indicated:


## Consolidated:

Revenues
Cost of Revenues
Other Operating Income
Operating Expenses
Income from Operations
Interest Expense
Interest Income
Income Before Income Taxes
Net Income

WHOLESALE

| Revenues | $\$ 14,386,084$ | 100 | $\$ 14,299,973$ | 100 |
| :--- | ---: | ---: | ---: | ---: |
| Cost Of Revenues | $9,654,851$ | 67.1 | $9,382,324$ | 65.6 |
| Operating Expenses | $4,285,279$ | 29.8 | $2,613,960$ | 18.3 |
| Income from Operations | 445,954 | 3.1 | $2,303,689$ | 16.1 |
|  |  |  |  |  |
| OTHERS |  |  |  |  |
| Revenues | $\$ 2,097,928$ | 100 | $\$ 1,428,274$ | 100 |
| Cost of Revenues | $1,281,133$ | 61.1 | 972,499 | 68.1 |
| Other Operating Income | 458,860 | 21.9 | - | -- |
| Operating Expenses | $1,258,911$ | 60 | 337,261 | 23.6 |
| Income from Operations | 16,744 | 0.8 | 118,514 | 8.3 |


| $\$ 16,484,012$ | 100 | $\$ 15,728,247$ | 100 |
| ---: | ---: | ---: | ---: |
| $10,935,984$ | 66.3 | $10,354,823$ | 65.8 |
| 458,860 | 2.8 | -- | -- |
| $5,544,190$ | 33.6 | $2,951,221$ | 18.8 |
| 462,698 | 2.8 | $2,422,203$ | 15.4 |
| -- | -- | $-134,347$ | 0.9 |
| 174,210 | 1.1 | 69,820 | 0.4 |
| 636,908 | 3.9 | $2,357,676$ | 15.1 |
| 375,908 | 2.3 | $1,631,676$ | 10.4 |

## By Segment:

# Percentage of Net Revenues 



## Consolidated:

Revenues
Cost of Revenues
Other Operating Income
Operating Expenses
Income [Loss] from Operations
Interest Expense
Interest Income
Income Before Income Taxes
Net Income [Loss]

| $\$ 8,675,685$ | 100 | $\$ 9,368,813$ | 100 |
| ---: | ---: | ---: | ---: |
| $6,608,678$ | 76.2 | $6,031,964$ | 64.4 |
| 264,974 | 3.1 | -- | -- |
| $3,120,821$ | 36 | $1,842,629$ | 19.7 |
| $-788,840$ | -9.1 | $1,494,220$ | 15.9 |
| -- | -- | $-2,105$ | 0.0 |
| 73,551 | 0.8 | 35,846 | 0.4 |
| $-715,289$ | -8.2 | $1,527,961$ | 16.3 |
| $-431,289$ | -5 | 951,961 | 10.2 |

By Segment:
WHOLESALE
Revenues
Cost Of Revenues

Operating Expenses
Income [Loss] from Operations
\$ 7,230, 766
100
5,631,183 77
2,308,996 31
$-709,413-9.8$

| $\$ 8,746,976$ | 100 |
| ---: | ---: |
| $5,622,278$ | 64.3 |
| $1,661,698$ | 19 |
| $1,463,000$ | 16.7 |

OTHERS
Revenues
Cost of Revenues
Other Operating Income
Operating Expenses Income [Loss] from Operations

## \$

621,837
409,686
-
180,931
31,220

100 $\begin{array}{llrl}977,495 & 67.7 & 409,686 & 65.9 \\ 264,974 & 18.3 & \ldots & \end{array}$ 811,825 $56.2 \quad 180,931 \quad 29.1$
$-79,427-5.5$ 31, 220

## RESULTS OF OPERATIONS

Six Months Ended June 30, 1996 Vs. Six Months Ended June 30, 1995
Revenues for the six months ended June 30 , 1996 were $\$ 16,484,000$, or $5 \%$ higher than the $\$ 15,728,000$ recorded in the comparable period of 1995 . This Increase in revenues, which are derived from product sales, is due to several factors Management feels that "Steve Madden" as a brand name is increasing in popularity-thus reorders and retail sales have increased, and new accounts continue to be added. Cost of revenues approximately remains the same as percentage of revenues. Adesso-Madden, a wholly owned subsidiary of the Company, generated a commission of $\$ 459,000$ in the first six months of 1996.

Selling, general and administrative expenses increased by $88 \%$ to $\$ 5,544,000$ in 1996 from $\$ 2,951,000$ in 1995. The increase is due primarily to a $79 \%$ increase in payroll, bonuses and related expenses from \$1,083,000 in 1995 to $\$ 1,935,0000$ in 1996, and a 95\% increase in selling, advertising, marketing, and designing expenses from $\$ 707,000$ in 1995 to $\$ 1,381,000$ in 1996. In addition, occupancy, telephone, and utilities expenses increased $155 \%$ from $\$ 175,000$ in 1995 to $\$ 447,000$ in 1996. Income from operations for 1996 was $\$ 463,000$ which represents a decrease of $\$ 1,959,000$ from the income from operations of $\$ 2,422,000$ in 1995. This decrease resulted from the substantial increase in selling, general and administrative expenses. The net income for 1996 was $\$ 376,000$ as compared to net income of $\$ 1,632,000$ for the corresponding period of 1995.

Wholesale Division revenues, accounted for $87 \%$ or $\$ 14,386,000$ and $91 \%$ or $\$ 14,300,00$ of total revenues in 1996 and 1995 respectively. Cost of revenues increased from $66 \%$ in 1995 to $67 \%$ in 1996. Operating expenses increased by $64 \%$, from $\$ 2,614,000$ in 1995 to $\$ 4,285,000$ in 1996 . This increase is due to an increase in payroll and payroll related expenses due to the hiring of additional personnel and an increase in occupancy expenses due to additional warehouse space needed for expanding inventory and showroom space as part of an aggressive sales approach. Wholesale income from operations was $\$ 446,000$ in 1996 compared to a wholesale income from operation of $\$ 2,304,000$ in 1995. This decrease is a result from the substantial increase in operating expenses.

Revenues from the Retail Division, which accounted for 9\% and 5\% of total revenues in 1996 and 1995 respectively, increased from \$737,000 in 1995 to $\$ 1,443,000$ in 1996. This increase in revenues is due to the Company opening a second retail store in New York City, in October 1995 which earned revenues of $\$ 673,000$ in first six months of 1996 . The gross margin from the retail stores was $\$ 678,000$ or $47 \%$ and $\$ 325,000$ or $44 \%$ in 1996 and 1995 respectively. The increase in gross margin and gross margin percentage is due to a lower per pair cost passed through from the wholesale division. Selling, general and administrative expenses increased to $\$ 553,000$ or $38 \%$ of sales in 1996 from $\$ 218,000$ or $30 \%$ of sales in 1995 . This increase is due to increases in payroll, payroll related expenses, occupancy, printing and depreciation expenses as a result of opening a second store. Income from operations from the Retail Division was $\$ 125,000$ in 1996 compared to income from operations of $\$ 107,000$ in 1995. In December 1995 the Company sold Marlboro Leather division which generated $\$ 691,000$ of revenues in the first two Quarters of 1995. Revenues from Diva Acquisition Corp., a wholly owned subsidiary of the Company were $\$ 655,000$
for the second Quarter of 1996, gross profit was $\$ 138,000$ and loss from operations was \$195,000.

Three Months Ended June 30, 1996 vs. Three Months Ended June 30, 1995
Revenues for the three months ended June 30, 1996 were $\$ 8,676,000$ or $7 \%$ lower than the $\$ 9,369,000$ recorded in the comparable period of 1995 . Although demand for the Company's most popular styles was strong, the

Company was unable to bring in sufficient inventory to meet such demand. Cost of revenues as percentage of revenues increased to $76 \%$ in 1996 as compared to $64 \%$ in 1995. This decrease in revenues and increase in cost of revenues is due to mark-down prices for allowances to customers. Adesso-Madden, a wholly owned subsidiary of the Company, generated a commission of $\$ 265,000$ in the second Quarter of 1996.

Selling, general and administrative expenses increased by $69 \%$ to $\$ 3,121,000$ in 1996 from $\$ 1,843, .000$ in 1995. This increase is primarily due to an increase of $64 \%$ in payroll, bonuses and payroll related expenses to $\$ 992,000$ in 1996 from $\$ 606,000$ in 1995, an increase of $157 \%$ in selling, advertising, marketing and designing expenses to $\$ 1,128,000$ in 1996 from $\$ 439,000$ in 1995 , an increase of $251 \%$ in occupancy, telephone and utility costs to $\$ 242,000$ in 1996 from $\$ 69,000$ in 1995 and an increase of $157 \%$ in consulting fees to $\$ 162,000$ in 1996 from \$63,000 in 1995.

Loss from operations was $\$ 789,000$ in 1996 as compared to income from operations of $\$ 1,494,000$ for the corresponding period of 1995. Net loss for the 1996 period was $\$ 431,000$ as compared to net income from operations of $\$ 952,000$ for the same period of 1995. The loss for 1996 resulted primarily from increases in selling, administrative expenses as noted above and a decrease in revenues and gross profit.

Revenues from the wholesale division decreased \$1,516,000 to \$7,231,000 in 1996 from \$8,747,000 in 1995 and accounted for $83 \%$ and $93 \%$ of total revenues in 1996 and 1995, respectively. Cost of revenues as a percentage of revenues increased to $78 \%$ in 1996 from $64 \%$ in 1995. Selling, general and administrative expenses increased by $39 \%$ to $\$ 2,309,000$ in 1996 from $\$ 1,662,000$ in 1995. Loss from operations was \$709,000 in 1996 as compared to an income of \$1,463,000 in 1995. The loss for 1996 resulted from the decrease in revenues, increase in cost of revenues as a percentage of revenues and increase in selling, general and administrative expenses due to the same factors discussed above.

Revenues from the Company's retail stores increased to \$790,000 in 1996 from $\$ 402,000$ in 1995 and accounted for $9 \%$ and $4 \%$ of total revenues in 1996 and 1995, respectively. The Company opened a second retail store in New York City, in October 1995 which earned revenues of $\$ 345,000$ for the three months ended June 30,1996 . The gross margin from the retail stores was $\$ 329,000$, or $42 \%$, and $\$ 176,000$, or $44 \%$, in 1996 and 1995, respectively. The increase in gross margin is due to a second retail store opened in October 1995 and a lower per pair cost passed through from the wholesale division. In addition, in 1996 the retail stores sold Steve Madden merchandise, which proved to be very popular, as well as other brands. Approximately $5 \%$ of the revenues earned by the retail stores are from sales of other brands. Selling, general and administrative expenses increased to \$260,000, or $33 \%$ of sales in 1996 from $\$ 116,000$, or $29 \%$ of sales in 1995. This increase is due to increase in payroll, payroll related expenses, occupancy, utilities, printing expenses and depreciation expenses from opening a second store.

In December 1995 the Company sold Marlboro Leather division whose second Quarter 1995 revenues were
\$332,000. Revenues from Diva Acquisition Corp. were \$ 655,000 for the second Quarter of 1996. Gross profit from Diva was $\$ 138,000$ and loss from operations was \$195,000.

## LIQUIDITY AND CAPITAL RESOURCES

The Company has working capital of $\$ 14,433,000$ at June 30,1996 which represents an increase of $\$ 7,991,000$ in working capital from June 30,1995 due to the increased profit in 1995 and first Quarter of 1996. Management believes it can manage the Company's cash flow requirements through its current working capital. In addition, the exercise of Class "A" Warrants exercised proceeds of $\$ 6,342,000$ in the six months ended June 30, 1996, has allowed the Company to eliminate the immediate need for outside financing and reduced the Company's interest costs.

On April 1, 1996, the Company completed the previously announced acquisition of Diva International, Inc., a privately held, New York-based footwear company that designs and markets women's fashion footwear under the brand-name "David Aaron." The purchase price was $\$ 1,000,000$ in cash and a subsequent payment of $\$ 697,000$ to be paid one year from the closing date of the merger. The subsequent payment may be made in shares of the Company's common stock. "David Aaron" brand is sold through major retail department stores such as Bloomingdales, Nordstorm and Macy's.

The Company's customers consist principally of department stores and specialty stores, including shoe boutiques. Presently, the Company sells approximately sixty percent (60\%) of its products to department stores, including Federated Stores (Bloomingdales, Burdines, Macy's East and Macy's West) and approximately forty percent (40\%) to specialty stores, including shoe boutiques. As a result of the merger between Federated Stores and R.H. Macy and Company, Federated Stores presently accounts for approximately $35 \%$ of the Company's sales. As a result, the loss of Federated Stores as a customer could have a material adverse effect on the Company's business.

## OPERATING ACTIVITIES

During the three month period ended June 30, 1996, operating activities used $\$ 1,937000$ of cash. The use of cash arose principally from an increase in accounts receivable-non factored of $\$ 1,752,000$, an increase of prepaid expenses and other assets $\$ 818,000$, and decrease in taxes on income of $\$ 531,000$ which were offset by an increase in accounts payable and accrued expenses of $\$ 135,000$, a decrease in accounts receivable factored of $\$ 406,000$ and an decrease in inventory of $\$ 222,000$. Inventory Purchases have decreased considerably due to decreased sales volume.

In the third \& fourth Quarters of 1996, the Company anticipates utilizing approximately $\$ 242,000$ of prepaid advertising expenses.

The Company has lease agreements for office, warehouse, and retail space, expiring at various times through 2007. Future obligations under these lease agreements total $\$ 4,500,000$ with an annual lease commitment of $\$ 635,000$.

The company has employment agreements with various officers currently providing for aggregate annual salaries of approximately $\$ 1,051,000$, subject to annual bonuses and annual increases as may be determined by the Company's Board of Directors. In addition, as part of the employment agreements, the Company is committed to pay incentive bonuses based on sales, net income, or net income before interest and taxes to three officers.

The Company continues to increase its supply of products from foreign manufacturers, the majority of which are located in Brazil and Mexico. Although the Company has not entered into long-term manufacturing contracts with any of these foreign companies, the Company believes that a sufficient number of alternative sources exist outside of the United States for the manufacture of its product, if current suppliers need to be replaced. In addition, because the Company deals in U.S. currency for all transactions and intends to continue to do so, the Company believes there will be no foreign exchange considerations.

## INVESTING ACTIVITIES

During the three month period ended June 30, 1996, the Company used cash of $\$ 106,000$ to acquire equipment and make leasehold improvements on new office, retail and warehouse space. Additionally, the Company made an initial payment of $\$ 1,000,000$ to the owners of Diva International, inc. to acquire all the outstanding common stock of Diva. A note has been issued for $\$ 697,000$ for the subsequent payment which can be paid in cash or the Company's common stock.

FINANCING ACTIVITIES
During the six month period ending June 30, 1996, the Company received $\$ 6,342,000$ from Class "A" warrants and options exercised. In connection with the acquisition of Diva International, Inc., the Company has a note payable to the former owners in the amount of $\$ 645,000$. Additionally, the Company repaid $\$ 476,000$ on a note assumed in the acquisition.

## INFLATION

The Company does not believe that inflation has had a material adverse effect on sales or income during the past several years. Increases in supplies or other operating costs could adversely affect the Company's operations; however, the Company believes it could increase prices to offset increases in costs of goods sold or other operating costs.

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report on Form $10-$ QSB to be signed on its behalf by the undersigned thereunto duly authorized.

STEVE MADDEN, LTD
/s/ Arvind Dharia
Arvind Dharia
Chief Financial Officer

3-MOS
DEC-31-1996
APR-1-1996 JUN-30-1996

0
6,504,447
346, 302
1,154,670
16,236,248 $1,141,894$
279, 950
21,359, 041
$1,803,539$
0
0
783
19,554,719
$21,359,041$
8,675,685
8,940,659
6,608,678
6,608,678
3,120,821
49, 017
0
$(715,289)$
(284,000)
$(431,289)$
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0
$(431,289)$
(0.037)
(0.035)

